Arkansas Wireless Information Network
Program Charter

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June 04, 2004

Executive Overview

After experiencing such wide spread events as tornados, ice storms, and the effects of September 11th, it became apparent the state needed its public safety agencies (first responders) to be able to communicate more effectively. In response to that need, legislation has been passed enabling the Arkansas Wireless Information Network (AWIN).

AWIN is a multi-phased approach to building the infrastructure to complete a statewide interoperable radio system for first responders and state agencies. The first phase of the system will upgrade the existing Arkansas State Police (ASP) network to create the backbone for AWIN. The Arkansas Department of Emergency Management (ADEM) is integrating the planned upgrade to the Pine Bluff Chemical Stockpile Emergency Preparedness Plan (CSEPP) radio system into the first phase of AWIN. This effort will create operational efficiencies in both implementations. In addition, AWIN is working with three counties as a pilot program to build a fully interoperable radio system for these counties first responders. This effort will demonstrate the effectiveness of the operational design of AWIN.

The AWIN system is designed using Project 25 standards equipment. The development of the Project 25 standards was a joint effort of the U.S. federal, state, and local governments, with support from the U.S. Telecommunications Industry Association (TIA). The Department of Homeland Security has endorsed Project 25 standards, also known as APCO 25, as the radio communications standard. These standards were developed to provide a baseline to insure interoperability regardless of the specific manufacturer of the radios used on the system. This also eliminates the dependence on a single source for radio equipment needs.

This Charter defines authority, roles, and responsibilities for the AWIN program. The AWIN Program will establish policies and procedures needed to support the AWIN, as well as provide overall coordination between the various projects that will be needed to achieve successful implementation of AWIN. These AWIN projects will each have project charters detailing information related to the individual projects.

This charter is based upon the following principles:

- Appropriate involvement by all stakeholders.
- Team members should plan to attend all meetings and should have a backup person attend in their place if they are unable to attend.
- Program participants should report back to their respective organizations, and should work with their organizations to make sure that the program is successfully completed.
- There will be meaningful executive sponsorship.
- A tracking mechanism will be used to ensure that all issues are addressed.

The Program Participants will:

- Identify all activities and tasks related to completing the various projects associated with the AWIN program and all associated deliverables.
- The agendas will be emailed to all participants no later than 24 hours prior to the next meeting.

- Maintain Program information in a specified electronic location.

Program Name

Arkansas Wireless Information Network (AWIN).

Program Scope

The scope of AWIN is fairly simple - to interconnect disparate radio systems to allow for the immediate interoperability of voice and the eventual interoperability of data. Although the concept is straightforward, the technology to achieve this vision is both complex and expensive. The AWIN Program is charged with carrying out the efforts needed to achieve the AWIN vision, in a timely, cost-effective manner. Three projects have been identified thus far that accomplish the goals of AWIN:

- Upgrade the existing State Police network to create the backbone for AWIN
- Integrate the planned CSEPP upgrade radio system into the first phase of AWIN
- Three county pilot program

Each of these projects will have a project manager assigned, a project charter developed and appropriate project documents developed. Other projects maybe identified and chartered by the AWIN Steering Committee as necessary to achieve the goals of the AWIN Program.

The scope of this program is limited to projects undertaken to deliver the Arkansas Wireless Information Network.

Program Timeline

Enacting Legislation to study the System	March 1999
AWIN Request for Information Issued	May 2000
Final Report to Governor and Joint Committee on Advanced Communication and Information Technology	September 2000
Contract with Motorola Signed	December 2003
Project Kick-Off	January 2004
Detail Design Review	June 2004
Equipment Manufacturing and Staging	December 2004
Fixed Network Equipment Installation	October 2005
System Training	October 2005
Acceptance Testing	December 2005
Project Close Out	January 2006

Program Budget

Cost by identified Project:

ASP Network Upgrade	$27,284,007.00
Three County Pilot	$10,436,820.00
CSEPP	$11,281,523.00
TOTAL COSTS	$49,002,350.00

Funds Available:

Federal Earmark Appropriation (held by ASP)	$500,000.00
Federal Emergency Management Agency (FEMA) – CSEPP	$11,357,653.00
Office for Domestic Preparedness (ODP) Previous Grants	$3,680,070.98
Office for Domestic Preparedness (ODP) FY04	$14,357,855.00
TOTAL Grant Monies Available	$29,895,578.98
Bond Proceeds	$22,145,000.00*
TOTAL FUNDS AVAILABLE	$52,040,578.98

DIFFERENCE $175,795.00**

*The actual costs of issuance, including underwriter's discount and original issuance discount, are expected to be approximately $453,875. Other uses of funds include approximately $95,930 for bond insurance, approximately $2,161,000 for debt service reserve and approximately $562,855 for capitalized interest.

**The difference results from project cost estimate for CSEPP being lower than the grant awards from the Federal Government.

Program Organization

Program Management
- ✢ The Executive Chief Information Officer (ECIO) will assume overall AWIN program management responsibilities at a time deemed appropriate by the Governor's Office.
- ✢ The ECIO will be responsible for establishing AWIN use policies and guidelines.
- ✢ The ECIO will ensure that there is user representation in the development of policies, procedures and standards.
- ✢ The Governor's Office has overall Program Management for the AWIN Program.

Program Staff

The positions described below make up the 'core' Program Staff. The AWIN Resource Plan describes the Program Staff in more detail and will contain contact information for each of the individuals filling the positions. Each of the projects that are managed by the AWIN Program will have additional resource requirements that will be described in the associated project plans.

Program Director – Overall responsibility for coordinating the various projects related to the AWIN implementation as well as the development of policies and guidelines that are in support of the long term operations of AWIN.

Program Manager – provides day-to-day assistance to the Program Director. The duties of the Program Director will be assumed by the Program Manager when the ECIO's office assumes full program responsibilities.

Project Manager(s) – Overall responsibility for planning, executing, and controlling of the individual projects needed to achieve the AWIN implementation. Responsible for coordinating meetings and ensuring those meetings are documented. Project Manager will have the authority necessary to keep the project within scope, budget, and time. Manages all project tasks and issues. Provides status reports to program manager and stakeholders.

Financial Coordinator -- Serves as point-of-contact and coordinates efforts regarding oversight on budgets and funding issues, including, but not limited to budget for infrastructure implementation, budget for county upgrades, operational budget and subscription fees. Responsible for reviewing all invoices and comparing against contract deliverables. Has the chief responsibility to ensure the program and its projects stay within budget. Manages assigned action items and provides status reports to the Program Manager.

Contract Management -- Serves as point-of-contact and coordinates efforts regarding successful delivery of the program. Provides tracking and oversight on existing contracts, advises on and executes additional contracts as needed. Manages assigned action items and provides status reports to the Program Manager.

Frequency Coordinator – Ensures that a state frequency plan is developed. Ensures that the counties needs are included in the frequency plan. Represents the needs of AWIN on the 800 MHz, Region 4 Planning Committee. Manages assigned action items and provides status reports to the Program Manager.

Communications Coordinator – Provides accurate, consistent communications concerning the AWIN Program. Assists with development of web-site, dissemination of AWIN information and documentation efforts as needed. Manages assigned action items and provides status reports to the Program Manager.

Documentation Controller - Ensures that all documents associated with the program are properly logged and stored. Ensures that accurate written record of all program activities are maintained including records of meetings. Ensures that all an accurate account is maintained of all relevant decisions made including a description of each issue, the alternatives considered, the final decision made, and those involved in the decision making process. Works with Contract Manager to ensure all contract change orders are properly formatted and promulgated. Ensures the program Webpage is updated in a timely fashion.

Subject Matter Experts – Provides input for meeting the business requirements of each entity participating in the AWIN program.

Program Communications

Participants in the AWIN Program are disbursed not only throughout several state agencies, but throughout county government as well. Participants are geographically distributed, which could

also present challenges to the program. These unique needs drive the requirement for a sound, well adhered to, communications plan. The communications plan describes, in detail, not only standard communication for program and project management, but addresses the special needs associated with this program. The detailed Communication Plan is available from the Program Management office.

Program Goals / Objectives / Deliverables

Goals #1 – Provide statewide, interoperable wireless radio service at an equal or lower cost.
Objectives
- Identify and quantify program costs.
- Identify and quantify all program benefits.
- Eliminate redundancy.

Deliverables
- Statewide Cost/Benefit Analysis
- Subscription Fee
- Service Level Agreements with each subscriber.
- Test results

Success Factors
- Test results verify constant, seamless communications from anywhere in the state.
- Future Net Cost/Benefit is equal to or lower than the current Net Cost/Benefit.

Goal #2 – Provide statewide coverage that is compliant with the federal government's Project 25 standards.
Objectives
- Upgrade existing statewide Arkansas State Police System to Project 25 standards
- Deploy Integrated Voice and Data technology.
- Ensure interoperability of network equipment.
- Upgrade local infrastructure in each of the 75 counties in Arkansas.

Deliverables
- Project 25 Compliant Network.
- Test results

Success Factors
- Coverage to 97% of the projected coverage area

Goal #3 – Each Project that is in support of the AWIN Program completes on or under budget, and before or on schedule.
Objectives
- Identify funding sources for each project undertaken by the AWIN Program
- Identify schedules for each AWIN related project
- Utilize project change requests to ensure that all stakeholders are kept informed about and agree to project changes

Deliverables
- Project Budgets
- Project Schedules
- Project change requests

Success Factors

- Each Project completes under or on budget
- Each Project completes before or on schedule

Assumptions and Opportunities

- The state desires to include all Arkansas counties in the AWIN program.
- Representatives of all stakeholder organizations will actively participate in the AWIN Program.
- The state desires to include all entities operating in the state that serve the public interest in the AWIN program.
- The state desires a value-based solution that maximizes reliability and quality and minimizes cost.
- The state desires to add no additional agencies or bureaus to build or manage AWIN
- The state desires that by 2008, the AWIN system will be self funded and/or possibly transferred to a private operating entity.
- Until the AWIN system is self funded, the state will provide operational and development funds.
- Resources will be available to complete all program and project activities and tasks.
- The Program Manager will have sufficient authority necessary to keep the program within scope and time.

Program Organization

Steering Committee
The general role of the steering committee is to guide the direction of the AWIN Program by reflecting the priorities identified by the Governor of the State of Arkansas. In addition, the steering committee identifies emerging issues and makes appropriate responses to proposals for action. The Steering Committee will meet on a regular basis and be chaired by the Program Director. It is the responsibility of the Steering Committee to approve AWIN Policies, Change Orders, review the project schedule and review budgets and financial statements for the program.

Bill Hardin – Governor's Office
Doug Elkins, Executive Chief Information Officer
Claire Bailey, Director, Department of Information Systems
Wayne Ruthven, Director, Arkansas Department of Emergency Services
Col. Steve Dozier, Director, Arkansas State Police
Richard Weiss, State CFO/Director, Department of Finance and Administration

Program Director
Provide executive level support and direction on behalf of AWIN Program. Review and approve recommendations and deliverables. Resolves escalated issues.

Bill Hardin – Governor's Office

Stakeholders
Stakeholders have direct influence over the direction of the Program and the resources necessary to complete the Program. The stakeholders review Program related materials assign resources as

needed and remove barriers to completion of the Program. Stakeholders to be considered include state government agencies, county governments, and vendors that provide network access for the state.
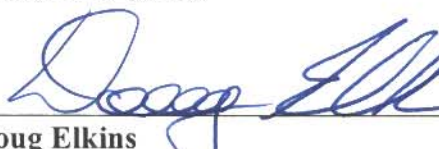
Arkansas Wireless Information Network
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Program Approval

Name/Organization	Date

(signature)   August 16, 2004

Bill Hardin
Governor's Office

(signature)   August 16, 2004

Doug Elkins
Executive Chief Information Officer
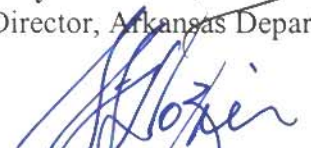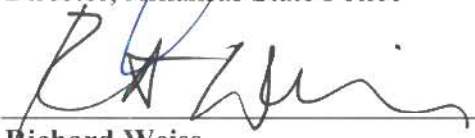
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Claire Bailey
Director, Department of Information Systems

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Wayne Ruthven
Director, Arkansas Department of Emergency Services

(signature)

Col. Steve Dozier
Director, Arkansas State Police

(signature)   Aug 16th 2004

Richard Weiss
State CFO/Director, Department of Finance and Administration